

**CITIZENS NETWORK FOR FOREIGN AFFAIRS**

**AGRIBUSINESS VOLUNTEER PROGRAM**

**IN SOUTHERN AFRICA**

**SEPTEMBER 30, 1996 – NOVEMBER 28, 2003**

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**FINAL REPORT**

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## I. PROGRAM GOAL

Small-scale and indigenous farmers increase their incomes.

## II. PROGRAM OBJECTIVES

- Farmer associations and coops will help farmers improve their farm and financial management skills, improve commercially oriented production, and access markets.
- Agribusinesses will provide farmers improved access to markets.

## III. LIFE OF PROJECT (FY97-03) RESULTS

As the final report on the FY97-03 CNFA Southern Africa Agribusiness Volunteer Program project, this report presents and analyzes both life-of-project (FY97-03) results and results from the last year – FY03, the former here in Section III, the latter below in Section IV.

### A. Life-of-Project Volunteer Assignments

	LOP Commitment*	FY97	FY98	FY99	FY00	FY01	FY02	FY03	Total
South Africa	16						12	3	15
Zimbabwe	103	6	21	18	19	19	8	7	98
Mozambique	29		4	3	4	5	6	6	28
Zambia	12			2	3	3	4	3	15
Malawi	0							1	1
<b>Total</b>	160	6	25	23	26	27	30	20	157
<b>Volunteer Days</b>	—	182	498	435	677	706	660	425	3,583

*\*Sum of commitments under 1996 Cooperative Agreement and 2001 Agreement Extension*

CNFA produced 157 volunteer assignments and 3,583 days of donated volunteer assistance over the seven-year life of this project. This was just short of the 160 cumulative assignment quota set by the original (1996) five-year Cooperative Agreement and 2001 two-year agreement extension. CNFA was on track to exceed the quota but suffered a shortfall in FY03 due (as explained in Section IV.B. below) primarily to the disruption caused by having to (a) relocate the project field office from Zimbabwe to South Africa and (b) rebuild the South Africa project portfolio to conform to USAID Mission preferences at the beginning of 2003.

### B. Life-of-Project Major Achievements and Program Targets

There are many ways to measure impact, and CNFA has experimented with a number of them in its Southern Africa Agribusiness Volunteer Program. The following sections discuss each.

#### 1. People Trained

Statistics on the number of people given training through FTF are a remote but still relevant indicator of the impact of the program, particularly since, in its program, CNFA consciously seeks to target training to individuals who are in a position to put the training quickly to use

improving the lives of themselves and their families and it is therefore reasonable to expect that a reasonably large percentage of them will use the training they receive in a productive way in a short space of time. CNFA therefore tracks people trained in some detail. The full record of people trained in the Southern Africa Agribusiness Volunteer Program is at Appendix B.

With their 157 assignments, CNFA volunteers provided training to a total of 6,414 individuals<sup>1</sup> over the seven years: 123 trainers expected to repeat the training they received to others and thereby multiply impact; 1,015 individuals in one-on-one or very small group settings; and 5,341 others in larger, workshop-type group settings. This means that the volunteers provided training to an average of 41 people each, substantiating FTF's reputation as a strong people-to-people program.

Disaggregating the 6,414 people trained:

- 2,065 (32%) were women
- 3,756 (59%) were farmers
- 856 (13%) were private businesspeople.

As for the kinds of training provided,

- 2,328 person-trainings were in farmer association development
- 2,214 were in farm/small business management and/or finance/credit
- 911 were in marketing
- 523 were in farmer cooperative development
- 390 were in agricultural input supply retail business (agrodealer) development
- 238 were in agricultural production
- 16 were in food processing.

## **2. Confirming Positive Outcomes – the USAID Indicator Tables**

Seeking to begin to document FTF program impact in a systematic way, USAID in 1999 requested that FTF implementers begin to track results using standardized Impact Indicator Tables. CNFA's Tables for the FY00-03 period are attached in Appendix C. They provide some useful information about project impact, but document only *number and percentage of hosts* impacted, not the *size* of the impacts:

- CNFA worked with a total of 35 hosts, of which almost all were formal and informal farmer and rural business groups (e.g., women's groups, farmer associations and cooperatives, irrigation schemes, groups of rural agrodealers);
- The most common focus of volunteer training was improvement of group business operations, particularly development of new products and services (especially group marketing), and increasing group sales and profits. Positive impact was confirmed in 57 percent of the impact assessments conducted of these projects. This is not to say that there was positive impact in only 57 percent of all these projects. Unfortunately, the USAID

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<sup>1</sup> More accurately, there were 6,414 person-trainings by CNFA volunteers. CNFA counts the number of individuals trained in each volunteer assignment, but is not able to avoid double-counting individuals receiving training in more than one volunteer assignment, so some of the 6,414 person-trainings were with the same individuals and the total number of *individuals* trained was less than 6,414.

Tables record findings of all impact assessments without distinguishing between “in-the-middle-of-project” and “conclusion-of-project” assessments. CNFA conducts project impact assessments on an annual basis, regardless of where in the process of implementing volunteer training a host group may be, and the USAID Tables are in many cases therefore counting multiple assessments of the same project. It is not unusual for the impact assessment of a project one year to report little or no impact, but be followed by one of the same project the following year reporting substantial impact. CNFA estimates that the record of positive impact ultimately achieved in these projects, while not perfect, is close to 90 percent.

- Strengthening of host group organizational capacity and services to members were also major areas of focus, and 63 percent of assessments in these categories reported positive impact. Here again, the Tables do not distinguish between “in-the-middle-of-project” and “conclusion-of-project” assessments, and CNFA estimates that approximately 90 percent of these projects, not 63 percent, ultimately achieved positive impact.
- CNFA volunteers back from assignments performed or were involved in a total of 222 public outreach activities just during the last four years of the project.

### 3. Original Cooperative Agreement Targets

Targets for CNFA’s Southern Africa Agribusiness Volunteer Program were established in USAID’s original Cooperative Agreement with CNFA dated September 18, 1996, and in USAID’s extension of the Agreement for FY02-03 dated September 29, 2001. CNFA tracked its progress toward the original agreement’s 5-year targets for the first four years of the project, until USAID initiated the Impact Indicator Tables as a means of standardizing reporting of results. At that point, *CNFA had already achieved or was on track to achieve the targets in all categories except public outreach* (see table below).

FY97-01 Agreement Targets		
1996 Cooperative Agreement Objectives	Cooperative Agreement Numerical Target	Results Through March 2000
Train smallholder farmers	2000	1908
Improve the situation of women	200	687
Strengthen village agribusinesses	100	180
Substantially strengthen the performance of smallholder farmer organizations	2	6
Involve US and other agribusinesses in Zimbabwe in assisting smallholder farmers	3	17
Stimulate newspaper articles and other media coverage of volunteers in the United States	100	29
Stimulate returning volunteers to perform lectures and other public outreach activities	80	40
Submit proposals for Food for Progress projects in Zimbabwe and Mozambique	2	2; 1 successful, \$1.3 million

Although not anticipated in the original objectives, the CNFA Southern Africa Agribusiness Volunteer Program had one very large achievement: launch of the **Zimbabwe Rural Agricultural Input Supply Expansion (RAISE) Program**. Early in its implementation of the program in Zimbabwe, CNFA field staff determined that inaccessibility of agricultural inputs was one of the most serious obstacles, if not the most serious obstacle, to improved agricultural performance by smallholder farmers there. Based on broad stakeholder consultations, CNFA

concluded that strengthening village input retailers through business training – a task that FTF was well equipped to accomplish – was a promising strategy for alleviating this problem. Over the following four years, therefore, CNFA targeted FTF volunteers to developing a series of five customized Zimbabwe agrodealer business skills training modules and conducting pilot training of the modules with several groups of agrodealers. The results of this experience, and particularly the enthusiasm with which Zimbabwe input supply companies greeted this effort to support their efforts to expand the rural input retailing network, provided the foundation for a successful application to the US Department of Agriculture for a Food for Progress commodity monetization grant for Zimbabwe, the proceeds of which would be used to expand the agrodealer training to a national level and stimulate improved business dealings between the trained agrodealers and supply companies. Four years later (prior to the onset of the current political-economic crisis in Zimbabwe), the RAISE program had become fully national in scope, and produced some important strategic results, all thanks to FTF:

- 800 agrodealers from all over Zimbabwe trained in financial and business management.
- over a dozen supply companies providing inventory credit to a substantial minority of the trained agrodealers and increasing substantially the flow of productivity-enhancing inputs into smallholder farmer regions of Zimbabwe.
- continuation of the program assured by USDA funding.
- program replicated in *Mozambique* using FTF resources and in *Malawi* thanks to funding attracted from the Rockefeller Foundation.

#### **4. Extension Period Planning Matrix Targets and the CNFA Integrated Project Design and Evaluation System**

For the FY02-03 extension period of its Southern Africa FTF contract, CNFA developed a planning matrix listing planned volunteer training projects to the extent they were known and identifying one or more targets for each of them. This planning matrix had two defects, however. First, the targets were project-specific (see column 1 of the table below), ignoring the fact that there is generally quite a bit of turnover in projects and that it was therefore likely that many of the project-specific targets would not be achieved while a variety of results not anticipated in the planning matrix would be achieved instead. As it turned out, the portfolio of projects did change steadily over the next two years, some of the targets in the matrix ceased to be achievable, and some results appeared that had not been included in the planning matrix.

The second defect of the extension period planning matrix was that, like the Indicator Tables, it identified areas in which there would be impact (e.g., “incomes increase”), but did not say by how much. Committed to helping make the FTF program more relevant to other USAID programs, CNFA considers it essential to go beyond just confirming that impact has occurred and to begin quantifying it. With this goal in mind, CNFA in 2000 began implementing an Integrated Project Design and Evaluation System (IPDES) that sets quantitative impact targets for each volunteer project, records baseline data at the beginning of the project to use in measuring results, and conducts annual updating and analysis of data on host results to confirm impact. Thanks to IPDES, CNFA has been able not only to confirm whether or not targets in the planning matrix were achieved, but to quantify many of the results. The following chart summarizes them.

**FY02-03 Agreement Targets**

<b>2001 Agreement Targets</b>	<b>Major Results</b>
<b>Zimbabwe</b>	
- <b>Mt. Darwin &amp; Rushinga Oil Pressers Association</b> members (124) improve business skills, expand oil production, and increase income.	-Project suspended due to security problems in the region.
- <b>Valley and Kezi Irrigation Scheme</b> members (472) expand business skills, access markets, and increase income	-VIS formed a marketing committee and improved sales of paprika for 200 members. -At least 20 members accessed farm inputs on credit.
- <b>Smallholder Beekeepers Association of Zimbabwe</b> members (601) increase income	-18 members adopted use of improved, Langstroth hives. -120 new farmers sold honey through SBAZ. -Honey sales by SBAZ members increased from 26 to 35 tons per year.
- <b>Lupane Informal Traders Association</b> members (559) increase income	-Project suspended due to security problems in the region.
- <b>Village Producers &amp; Processors Projects (VPPP):</b>	
-- <b>Mupanbatye Women's Coop</b> members (10) improve business skills, expand food processing, and increase incomes	-The 10 member women began producing poultry and sold 300 chickens in 2002
-- <b>Munhuwepayi Women's Coop</b> members (10) improve business skills, expand food processing, and increase incomes	-The 10 member women began producing poultry and sold 350 chickens in 2002
-- <b>Murewa Food Processors Coop</b> members (72) improve business skills, expand food processing, and increase incomes	-60 members sold 1 ton of dried fruit and vegetables in 2002, up from 0.5 tons in 2001.
- <b>Mutasa Rural HIV Prevention Project</b> participants (34) develop new business activities and increase income	-Project never approved for implementation.
- <b>Chitora Community-Based Organization</b> members (100) expand sponsorship of income-generation activities for HIV/AIDS-affected people.	-Project never approved for implementation.
- <b>Chakohwa Community-Based Organization</b> members (30) expand sponsorship of income-generation activities for HIV/AIDS-affected people.	-Project never approved for implementation.
<i>(Project not included in planning matrix)</i>	- <b>Indigenous Commercial Farmers</b> Union provides political advocacy for its members -ICFU succeeds in obtaining allocation of tobacco levy to fund its activities -ICFU persuades government to reverse 32 member farm foreclosures -ICFU membership increases from 860 to 10,000 -ICFU members benefit from group purchases of inputs
<i>(Project not included in planning matrix)</i>	- <b>Chisumbanje Cotton Club</b> members (162) received training in financial record-keeping and analysis to enable them to make wise decisions about use of inputs and marketing.
<b>Mozambique</b>	
- <b>Manica Agrodealers Group I</b> members (12) increase business & incomes	-Members increased total products sold from 15 to 41 tons. -Members increased supplier credits from SEMOC seed company from \$1275 to \$3500 -Farmer clients increased purchases of inputs from trained agrodealers.

- <b>Manica Agrodealers Group II</b> members (13) increase business & incomes	-Credit extended to members by SEMOC seed company increased from \$300 to \$7,980. -Total sales of inputs by members increased from 3,720 kg to 25,080 kg.
-Sofala Agrodealers Group members (20) increase business & incomes	-Credit extended to members by SEMOC seed company increased from \$340 to \$3,400. -Member sales of inputs increased from 8,330 kgs to 50,000 kgs.
<b>Zambia</b>	
-Rural Aquaculture Project	
--15 fish farmer associations improve service to their members; members improve financial management & increase incomes	-Number of fish farmer associations increased from 15 to 32. -Number of stocked ponds increased from 359 to 539. -Fish production increased from 4,950 kgs to 7,326 kgs.
<b>South Africa</b>	
<i>(Project not included in planning matrix)</i>	- <b>Dingleydale Irrigation Scheme</b> members (42) received training in financial record-keeping and analysis to enable them to make wise decisions about use of inputs and marketing.
<i>(Project not included in planning matrix)</i>	- <b>Kgautswane Community Development Centre:</b> --Membership grew from 300 to 350. --Village bank grew stronger & completed 820 loans
<i>(Project not included in planning matrix)</i>	- <b>Eastern Cape Zenzele Women's Association</b> members (55) will increase income from strengthened association business performance.
<b>Malawi</b>	
<i>(Project not included in planning matrix)</i>	- <b>Malawi Agrodealers</b> (60) formed three regional associations to represent them and help them strengthen their businesses

## 5. Numbers of Lives Improved/Incomes Increased

The problem with quantifying results in a program like FTF is that they are often so diverse that it is very difficult to summarize them in a way that is meaningful. Presentations of FTF results often turn into very long lists of non-comparable items (as in the table above). Feeling that it would be helpful for the FTF program to be able to express its achievements more concisely, CNFA in FY02 began tracking and analyzing in a rigorous way one data item that should be obtainable from every FTF training project: the number of people benefiting from it. As discussed in Section IV.A. below, CNFA has been able through the project impact assessments that it has been able to conduct (some projects omitted) to confirm that, during FY02, 12,956 people (79,369 counting family members), and, during FY03, 18,941 people (106,663 counting family members) experienced improvements in their lives (usually an increase in income) as a result of CNFA's Southern Africa volunteer training. These numbers are large and testify to the value of the Farmer-to-Farmer program.

## 6. Overall Achievements

The results discussed above confirm that the Southern Africa Agribusiness Volunteer/Farmer-to-Farmer Program has been very successful. Although a few volunteer projects did not produce meaningful results, most did, and a few, such as RAISE and the Indigenous Commercial Farmers



Union development project discussed in Section IV.C below, delivered strategic-scale impact. Having increased the incomes or otherwise improved the lives of 31,897 people just in the last two years (and counting only those projects that were assessed) is an achievement in front of which CNFA and its volunteers stand proud. CNFA also takes pride in the development of the IPDES system for developing and assessing FTF projects, and believes it will prove even more valuable when integrated with USAID's new Indicator Tables and planning matrices.

### **C. Program Costs and Cost Effectiveness**

CNFA's project costs, expressed in terms of cost per volunteer day, are reported in Table I.1 of Appendix C. Apart from the anomalous last year of the project (when program implementation was disrupted by emergency office resettlement), costs were quite low, trending downwards from \$798 per volunteer day in FY00 to \$701 in FY02. Even including FY03, the four-year LOP average cost per volunteer day was only \$826.

When comparing cost of FTF volunteers to cost of consultants, care should be taken to make sure that the bases of comparison are identical. For example, the numbers quoted above are based on the entire program cost of fielding the volunteer, including the costs of overall program design, development of work plans, planning matrices, etc., and of developing and managing the project into which the volunteer assignment is being channeled (since a large majority of CNFA's FTF volunteer assignments historically have been to independent, Agribusiness Volunteer Program-designed and managed projects, not to projects being implemented and supported by other organizations). In this regard, the numbers are not comparable to those normally quoted in regard to consultants, because those do not usually incorporate the investment made by the sponsoring organization in developing and managing the overall project with which the consultant is assisting. In order to make the numbers comparable, project design and management costs should be subtracted out of the FTF volunteer cost number. This, however, would not be easy to do, since implementer financial records do not distinguish between project management costs and volunteer assignment management costs. If CNFA were asked to do it, the best that could be done under current accounting would be to deduct a percentage from the overall-program-cost-per-volunteer-day. What percentage to use would need to be studied, but CNFA would suggest 30 percent. Applying this reduction would reduce CNFA's cost per volunteer day for the last four years of the Southern Africa project from \$826 to \$578.

## **IV. FY03 PROGRAM RESULTS**

### **A. Lives Improved**

Based on data flowing out of its Integrated Project Design and Evaluation System (IPDES), CNFA has ascertained that 18,941 people (106,663 counting family members) experienced improvements in their lives (usually increases in income) in FY03 resulting from CNFA volunteer training. This number substantially understates the actual total because security problems in Zimbabwe prevented CNFA from assessing a number of its projects there this year. Details of the life improvements are provided in the country sections below.

#### NUMBER OF PEOPLE WHOSE LIVES WERE IMPROVED

	FY02	FY03	2-YR TOTAL
Direct	7,597	2,191	9,788
Indirect	5,359	16,750	22,109
<b>Total</b>	<b>12,956</b>	<b>18,941</b>	<b>31,897</b>
<b>Total Including Family Members*</b>	<b>79,369</b>	<b>106,663</b>	<b>186,032</b>

*\*Computed based upon official statistics on average family sizes in beneficiary countries.*

## B. Volunteer Assignments

CNFA fielded 20 volunteers across 14 projects during FY03:

#### VOLUNTEER ASSIGNMENTS COMPLETED\*

Country	Commitment under 2-Year Cooperative Agreement Extension	FY02	FY03	Total
South Africa	16	12	3	15
Zimbabwe	18	8	7	15
Mozambique	14	6	6	12
Zambia	12	4	3	7
Malawi	0	0	1	1
<b>Total</b>	<b>60</b>	<b>30</b>	<b>20</b>	<b>50</b>

*\*The volunteer tracking sheet attached at Appendix A provides details about the assignments and the volunteers who executed them.*

The shortfall below the planned level was due primarily to the serious disruption to program implementation caused by the ongoing political-economic crisis in Zimbabwe that necessitated transfer of the primary project field office from Harare, Zimbabwe to Pretoria, South Africa early in the year. Setting up operations in South Africa proved to be complicated and time-consuming administratively for several reasons. First, inefficiency and inflexibility within South Africa's banking and communications services forced CNFA's field manager to spend an unexpectedly large amount of her time attending to basic administrative tasks. Second, the USAID Mission requested early in the year that CNFA dedicate its FTF activities exclusively to supporting a Mission agricultural market linkage project. Although quite welcome to the extent that the Mission project aligned well with CNFA's own project objectives, this request forced CNFA to phase out the volunteer projects that it had developed initially and to invest a lot of time in forging a working relationship with the Mission project implementer and developing new volunteer projects in consultation with them. This effort was beginning to bear fruit at the end of the year. CNFA had actually designed and recruited volunteers for five additional assignments scheduled to begin in late September, hoping that it would win the follow-on Southern Africa FTF program and be able to continue fielding volunteers from September into October. In the event, however, CNFA's hopes in this regard were not realized and it was forced to cancel all five assignments.

Despite the shortfall in volunteer assignments in FY03, CNFA brought its life-of-project total volunteer assignments to 157, 98 percent of its commitments under the original (1996) contract and 2001 extension.

Of the 20 assignments completed in FY03, first-time volunteers accounted for 17 (85 percent) of the total.

## C. Country-by-Country Program Results

### ZIMBABWE

#### 1. Overview

Implementation of the CNFA Southern Africa Agribusiness Volunteer Program in Zimbabwe became progressively more difficult during FY03 as the Zimbabwe economy collapsed. The mismanaged land reform program, the contested 2002 presidential elections and ongoing political confrontation, massive government intervention in the economy, and serious drought combined to produce hyperinflation and massive contraction in production and employment. Agriculture was particularly hard hit and Zimbabwe's traditionally dynamic agribusiness sector was reduced largely to begging for government contracts. Efforts by the ruling party to restrict opposition activity led to interference in movement and assembly by Zimbabweans and non-Zimbabweans alike in many areas of the country. These conditions forced CNFA to move its regional project management office (with USAID approval) from Harare, Zimbabwe to Pretoria, South Africa in January 2003. Nevertheless, CNFA managed to complete seven volunteer assignments, and to document improvements in the lives of 11,958 people (71,748 counting family members) resulting from CNFA volunteer efforts on five projects over the life of the program.

#### 2. Development Projects

##### ZIMBABWE VOLUNTEER TRAINING PROJECTS

Recent and Current Projects	Number of Volunteers		
	Previous Years	Current Year	LOP Total
1.Smallholder Beekeepers Association of Zimbabwe (SBAZ)	4	2	6
2.Chisumbanje Cotton Clubs (CCC)	1	1	2
3.Mashonaland East Fruit and Vegetable Producers Association-Chinamhora	6	0	6
4.Indigenous Commercial Farmers Union (ICFU)	20	1	21
5.Informal Traders Association of Zimbabwe	8	0	8
6.Johannadale Irrigation Scheme	6	0	6
7.Mount Darwin & Rushinga Oil Processors Association (MDROPA)	4	0	4
8.Matebeleland North Ostrich Farmers(MNOF)	1	0	1
9.Mashonaland East Fruit and Vegetable Producers Association-Seke	7	0	7
10.Village Producers processors Project (MFPA)	7	1	8
11.RAISE	3	0	3
12.Valley Irrigation Scheme	4	2	6
<b>TOTAL</b>	<b>71</b>	<b>7</b>	<b>78</b>

### 3. Impact

Assessment of the impact that CNFA volunteers have had in improving the lives of Zimbabwean farmers proved difficult to measure in FY03 because of politically motivated restrictions on access to various regions of the country even by Zimbabweans. CNFA did succeed in gathering at least some data on five of its projects and established that 11,958 people (71,748 counting family members) experienced improvement in their lives thanks to CNFA volunteer assistance during FY03, as described in the following tables.

#### a. Lives Improved

**NUMBER OF LIVES IMPROVED IN ZIMBABWE IN FY03\***

Project	Direct Improvement	Indirect Improvement	TOTAL	Total including family members**
1. ICFU	-	10,000	10,000	60,000
2. SBAZ	692	-	692	4,152
3. MFPA	60	6	66	396
4. VIS	180	50	230	1,380
5. CCC	73	897	970	5,820
<b>TOTAL</b>	<b>1,005</b>	<b>10,953</b>	<b>11,958</b>	<b>71,748</b>

\* Information was collected through site visits and telephone interviews with host organization representatives during the close-out period.

\*\*Computed using the official Zimbabwe statistic for average family size – 6.0.

#### b. USAID Indicator Tables

**SUMMARY OF USAID INDICATOR TABLES**

Table V: Hosts with Improved Business Operations as a result of Grantee / Volunteer Assistance	Table VI: Hosts with Improved Organizational Capacity as a result of Grantee / Volunteer Assistance	Table VII: Hosts with Improved Services to Membership / Employees as a result of Grantee / Volunteer Assistance	Table VIII: Hosts with Improved Financial Services to the Agricultural Sector as a result of Grantee / Volunteer Assistance	Table IX: Hosts with Improved Use and/or Protection of the Environment as a result of Grantee / Volunteer Assistance
A. Number of hosts providing new or improved products and/or services. <b>1. ICFU</b> <b>2. SBAZ</b> <b>3. MFPA</b>	A. Number of organizations formed as a result of grantee / volunteer intervention <b>None</b>	A. Number of hosts that have successfully intervened on behalf of members with government or business <b>1. ICFU</b>	A. Number of hosts with an increased number of agricultural related loans <b>None</b>	A. Number of hosts adopting one or more practices to improve waste or pollution management <b>None</b>
B. Number of hosts with production increases over pre-assignment levels <b>1. MFPA</b> <b>2. SBAZ</b> <b>3. CCC</b>	B. Number of hosts using new or improved planning techniques, program methodologies, and/or management practices including the use of a business	B. Number of hosts with new training courses or new subject matter for courses to use with membership or associates <b>1. ICFU</b>	B. Number of hosts with loan delinquency rate <10% <b>None</b>	B. Number of hosts adopting one or more practices to improve natural resources management (soil, water, forest, grazing lands,

	plan or strategic plan <b>1. SBAZ</b> <b>2. VIS</b> <b>3. ICFU</b> <b>4. CCC</b> <b>5. MFPA</b>			national parklands etc.) <b>1. SBAZ</b>
C. Number of hosts with increased business efficiency or resource conservation <b>1. SBAZ</b> <b>2. VIS</b> <b>3. MFPA</b>	C. Number of hosts with increased revenue/resources through new grants or increased fees <b>1. ICFU</b>	C. Number of hosts with improved training materials and skills <b>1. ICFU</b> <b>2. MFPA</b> <b>3. SBAZ</b>	C. Number of hosts that provide improved banking services to the agricultural sector <b>None</b>	
D. Number of hosts receiving increased revenue / resources through increased sales receipts as a result of grantee / volunteer intervention <b>1. SBAZ</b> <b>2. ICFU</b> <b>3. MFPA</b>	D. Number of hosts that have increased their membership as a result of grantee/volunteer interventions <b>1. ICFU</b> <b>2. SBAZ</b>		D. Number of hosts with an increase in Enterprise Portfolio Value (microfinance loans.) <b>None</b>	
E. Number of hosts with increased profits <b>1. MFPA</b> <b>2. SBAZ</b> <b>3. ICFU</b>				

Discussion of the most important of these projects follows below. Given that virtually everyone in Zimbabwe today is experiencing decreases in real income, the increases in income and other life improvements referred to here are relative to what the beneficiaries would have experienced in the absence of volunteer training, not necessarily absolute.

### **Indigenous Commercial Farmers Union**

The Zimbabwe Indigenous Commercial Farmers Union (ICFU) is one of three national farmer associations in Zimbabwe. It was founded in the mid-1990s to serve the growing number of black farmers who were more advanced than the mass of farmers served by the Zimbabwe Farmers Union (ZFU) but not advanced enough to benefit fully from membership in the Commercial Farmers Union (CFU). With its commitment to promote the commercialization of smallholder farmers in Zimbabwe, CNFA found the ICFU a promising target for training, particularly as the training would be complemented by financial assistance being provided ICFU by the Kellogg Foundation. This became CNFA's largest activity in Zimbabwe, continuing throughout the life of the project. CNFA provided volunteer training ranging from Association Development and Farm Business Management to Communication Systems and Practices. During FY03, CNFA sent one volunteer to ICFU, who undertook training in Representation and

Advocacy – Train the Trainer. The training was the last in a series of Trainer-of-Trainer assignments started in 2000 to build ICFU's in-house training capacity.

Drawing on CNFA volunteer training, ICFU has grown dramatically since 1997, expanding its membership from 60 to 10,000, and offering its members services including:

- *Sponsorship of commodity associations:* Following training from a CNFA volunteer in commodity association development, ICFU developed 6 commodity producer associations (two tobacco associations; a grains and cereals producer association; cotton; a livestock and wildlife producers association; and a horticulture producers association. These associations have provided their members production support, access to inputs, markets, services and lobbying for better producer prices.
- *Political advocacy:* Over the years, CNFA volunteers have fostered the development of ICFU's capacity for engaging the government effectively on agricultural policy. Some of ICFU's achievements in influencing government policy have included:
  - Successfully lobbying against the foreclosure of member farms. As a result of the association's efforts, a decision was made by the GoZ to reverse 32 farm foreclosures and stop pending foreclosures.
  - Persuading the GoZ to delist (withdraw preliminary notice) all indigenously owned farms targeted for repossession under the GoZ's fast-track land reform program.
  - In 2000 ICFU successfully lobbied the government to allow it to collect farming levies on the sale of members' produce (notably tobacco), a source of revenue that was previously provided to the other two farmer associations but not to ICFU. Marketing Authorities now deduct and pay the tobacco levies directly to ICFU.
  - Successfully lobbied for the Government to set up a Land Bank, which was launched in early July. It also continues to lobby the GOZ for farmer representation on the Board of the Bank.
  - Won representation on various private and public agricultural Boards and Committees such as the Tobacco Research Board and the Cold Storage Company. Prior to the project, ICFU was not represented on any board.

*Lives Improved:* Given the breadth of CNFA volunteer training provided to ICFU and the large achievements of the ICFU in providing tangible benefits to its members, CNFA judges that it, in partnership with the Kellogg Foundation, has improved the lives of ICFU's entire membership – 10,000 farmers – and their families.

### **Smallholder Beekeepers Association of Zimbabwe (SBAZ)**

CNFA have worked with members of the Smallholder Beekeepers Association of Zimbabwe (SBAZ) since February 2001, providing training in product development, association development and business networking. During FY03, SBAZ received training from 2 volunteers in i) Hive Cost and Construction and ii) Applied Marketing. The training in hive construction resulted in an increase in the number of members using Langstroth hives (as opposed to traditional bark hives) of 25 percent, to 22, and an increase in raw honey yields of 8 tons across the membership. The volunteer was able to develop a plan for using locally available materials and labor that reduced the cost of the new hives to members. The parent organization Zimbabwe

Farmers Development Trust (ZFDT) purchased an additional 15 tons of raw honey from SBAZ members which was processed through the ZFDT/SBAZ processing plant in Nyanga, Manicaland province.

ZFDT had previously been responsible for finding buyers on behalf of SBAZ and had been selling to one buyer. With the economic downturn, this buyer withdrew from purchasing honey from ZFDT/SBAZ. CNFA sent volunteer Dana Servheen to train ZFDT in marketing. ZFDT attributes that fact that it is now using better pricing strategies and is selling to five buyers to the training it received through CNFA.

*Lives Improved:* CNFA estimates that its training directly improved the lives of 692 honey farmers in the Nyanga area. This includes 670 farmers who now have access to markets through the sale of honey to ZFDT and the 22 farmers who have switched to the Langstroth hives, who have experienced a large improvement in yields and an increase in income.

### **Valley Irrigation Scheme (VIS)**

CNFA has confirmed the following impacts from the training its volunteers have provided to the members of the Valley Irrigation Scheme:

- The development of the marketing committee, tasked with identifying new buyers and negotiating higher prices for members
- An increase of 65% in membership
- The compilation of an association budget managed by the treasury committee and disseminated to members at monthly meetings
- Incorporation of crop budgets into individual and association planning
- Incorporation of cash flow records
- Analysis and recording of the profitability of the association's activities
- Provision of additional association services such as village level extension training and reduced cost sales of inputs to members

*Lives Improved:* Although not yet verified, CNFA expects volunteer training to directly improve 180 lives through representatives of the VIS management committees analyzing information related to the profitability of the scheme. This will enable VIS to improve use of available resources and make business decisions that will reduce waste and unnecessary expenditure. CNFA also anticipates that 50 VIS members (25 percent of the membership) will see an indirect improvement in incomes as VIS provides additional services and offers them inputs priced at cost.

## **MOZAMBIQUE**

### **1. Overview**

In contrast to Zimbabwe, Mozambique has maintained political stability and economic growth throughout the past seven years and CNFA has operated a small Agribusiness Volunteer Program in Mozambique focused on strengthening village-level retailers of farm inputs and

increasing access to inputs for smallholder farmers in central (Manica and Sofala Provinces) and later in northern (Nampula Province) Mozambique. During FY03, CNFA fielded six volunteers across five projects and three provinces (Sofala, Manica and Nampula). CNFA judges that 5,186 people (25,930 counting family members) experienced improvements in their lives during the past year due to CNFA volunteer training.

## 2. Development Projects

### MOZAMBIQUE VOLUNTEER TRAINING PROJECTS

Projects	Number of Volunteers		
	Previous Years	Current Year	LOP Total
1.Sofala Agrodealers	3	2	5
2.Manica 1 Agrodealers	8	0	8
3.Manica 2 Agrodealers	4	1	5
4.Nampula Farmers Association	2	1	3
5.Nampula Agrodealers	2	1	3
6.Marromeu and Caia Agrodealers	0	1	1
<b>TOTAL</b>	<b>19</b>	<b>6</b>	<b>25</b>

## 3. Impact

CNFA has conducted assessments of three of its projects in Mozambique during this close-out period and established that 5,186 people (25,930 counting family members) experienced improvement in their lives thanks to CNFA volunteer assistance during FY03, as described in the following tables.

### a. Lives Improved

#### NUMBER OF LIVES IMPROVED IN MOZAMBIQUE IN FY03

Project	Direct Improvement	Indirect Improvement	TOTAL	Total including family members*
1. Sofala Agrodealers	41	234	275	1,375
2. Manica 2 Agrodealers	19	4,124	4,143	20,715
3. Nampula Agrodealers	18	750	768	3,840
<b>TOTAL</b>	<b>78</b>	<b>5,108</b>	<b>5,186</b>	<b>25,930</b>

\*Computed using the official Mozambique statistic for average family size – 5.0.

### b. USAID Indicator Tables

#### SUMMARY OF USAID INDICATOR TABLES

Table V: Hosts with Improved Business Operations as a result of Grantee / Volunteer Assistance	Table VI: Hosts with Improved Organizational Capacity as a result of Grantee / Volunteer Assistance	Table VII: Hosts with Improved Services to Membership / Employees as a result of Grantee / Volunteer Assistance	Table VIII: Hosts with Improved Financial Services to the Agricultural Sector as a result of Grantee / Volunteer Assistance	Table IX: Hosts with Improved Use and/or Protection of the Environment as a result of Grantee / Volunteer Assistance
A. Number of hosts providing new or improved products	A. Number of organizations formed as a result of	A. Number of hosts that have successfully	A. Number of hosts with an increased number of	A. Number of hosts adopting one or more practices to



and/or services. <b>1. Sofala</b> <b>2. Manica 2</b> <b>3. Nampula AD</b>	grantee / volunteer intervention <b>None</b>	intervened on behalf of members with government or business <b>None</b>	agricultural related loans <b>None</b>	improve waste or pollution management <b>None</b>
B. Number of hosts with production increases over pre-assignment levels <b>None</b>	B. Number of hosts using new or improved planning techniques, program methodologies, and/or management practices including the use of a business plan or strategic plan <b>1. Sofala</b> <b>2. Manica 2</b> <b>3. Nampula AD</b>	B. Number of hosts with new training courses or new subject matter for courses to use with membership or associates <b>None</b>	B. Number of hosts with loan delinquency rate <10% <b>None</b>	B. Number of hosts adopting one or more practices to improve natural resources management (soil, water, forest, grazing lands, national parklands etc.) <b>None</b>
C. Number of hosts with increased business efficiency or resource conservation <b>None</b>	C. Number of hosts with increased revenue/resources through new grants or increased fees <b>None</b>	C. Number of hosts with improved training materials and skills <b>None</b>	C. Number of hosts that provide improved banking services to the agricultural sector <b>None</b>	
D. Number of hosts receiving increased revenue / resources through increased sales receipts as a result of grantee / volunteer intervention <b>1. Nampula AD</b> <b>2. Sofala AD</b> <b>3. Manica 2</b>	D. Number of hosts that have increased their membership as a result of grantee/volunteer interventions <b>None</b>		D. Number of hosts with an increase in Enterprise Portfolio Value (microfinance loans.) <b>None</b>	
E. Number of hosts with increased profits <b>1. Nampula AD</b> <b>2. Sofala AD</b> <b>3. Manica 2</b>				

Discussion of these projects follows below.

### **Sofala and Manica Agrodealers**

Four years ago, CNFA initiated a partnership with SEMOC (Sementes de Moçambique), Mozambique's primary seed supplier, under which CNFA would provide business management training to SEMOC-identified village-level seed retailers (agrodealers) with the goal of strengthening the retailers' performance in supplying seed to Mozambican smallholder farmers. SEMOC identified 20 agrodealers each in Manica and Sofala provinces to receive training and these became CNFA's Manica 2 and Sofala Agrodealer groups. CNFA volunteers provided

training using a five-module Portuguese-language course on business and financial management developed by CNFA volunteers previously for a similar program in Zimbabwe.

Thanks to the partnership between CNFA volunteer training and SEMOC market development effort:

- SEMOC extended credit to 17 CNFA-trained Sofala agrodealers to enable them to stock its products and sell them to local farmers.
- The agrodealers sold 10,000 kilograms of maize seed to farmers in 2003, up from 8,330 kgs in 2001 (albeit somewhat less than in 2002 owing to problems experienced by SEMOC in procuring seed from its normal sources in Zimbabwe in 2003 due to the crisis there).
- The range of input products sold by trained agrodealers in stores increased to five (maize seed, vegetable seed, sesame seed, fertilizer and crop protection chemicals).
- Agrodealers reported (to SEMOC) an increase of 25 percent in the number of farmers purchasing inputs from their stores.
- SEMOC is laying plans to extend credit to a further 65 agrodealers in Sofala (beyond the original 17 trained by CNFA), if it can arrange for them to take the CNFA-designed (or a similar) course.

*Lives Improved:* CNFA concludes that 4,358 people experienced improvements in their lives in 2003 thanks to CNFA volunteers' work on the Sofala and Manica Agrodealer projects: 60 trained agrodealers and their employees, and the estimated 4,358 farmers served by the trained agrodealers.

### **Marromeu and Caia Agrodealers**

CNFA initiated this project in early 2003 in collaboration with SEMOC and Food for the Hungry International (FHI), a US-based NGO implementing a farmer development project in central Mozambique. The objective was to expand CNFA's agrodealer development program to additional parts of Sofala province, particularly the district of Marromeu, that are seeing increased potential for production of cash crops thanks to USAID/Mozambique's road rehabilitation support program and FHI's targeted assistance in agricultural research, production and marketing. CNFA undertook to provide training to a group of 25 agrodealers in the area identified by FHI and SEMOC. One CNFA volunteer conducted training with the agrodealers before the project was terminated.

It is too early to detect extensive impact from the CNFA volunteer's training. However, according to a recent FHI mini-survey of farmers in the area, farmers in Caia increased use of improved seed by 78 percent and farmers in Marromeu by 50 percent in 2003 (although use of fertilizers remained the same as in 2002). CNFA has also confirmed that SEMOC has begun extending inventory credit to all of the agrodealers trained.

### **Nampula Agrodealers**

CNFA undertook the Nampula Agrodealer development project in collaboration with SEMOC Nampula and CARE, which is implementing a farmer development project in Nampula. CNFA's role was to train a group of agrodealers to market their inventory correctly, including

stocking and supply of items. Prior to the assignment, dealers managed the inventory on an ad-hoc basis, replenishing when stocks had been depleted and often with the inputs that were the cheapest and most readily available. Thanks to CNFA's training and ongoing counseling from CARE and SEMOC, the 18 trained agrodealers now manage their stocks systematically, anticipating demand through consultation with their clients and through market information systems developed by CARE. SEMOC has also begun to extend them inventory credit. The CNFA volunteer also worked with the agrodealers on development of new business activities and the dealers identified maize processing (milling) and oil seed pressing to be potential money earners. In response, CARE has begun looking into developing partnerships with local private sector commodity buyers to provide the necessary equipment on a loan basis.

*Lives Improved:* According to CARE assessment, CNFA's volunteer training has enabled 18 agrodealers to obtain credit from SEMOC to increase inventory and store incomes, with the result that an estimated 750 farmers have increased access to inputs to improve yields.

## **SOUTH AFRICA**

### **1. Overview**

In FY03, following guidance from the USAID South Africa Mission, CNFA terminated three existing independent projects in South Africa in favor of supporting activities of the Mission-supported Agrilink project, the major rural development program funded by USAID in South Africa. This process, together with the administrative difficulties of opening CNFA's newly transferred regional office in Pretoria, slowed project implementation in South Africa significantly. As a result, CNFA sent only three volunteers to South Africa during the year. Hoping to win USAID's follow-on Farmer-to-Farmer contract for Southern Africa and be able to continue fielding volunteers without interruption, CNFA had developed and recruited volunteers to conduct five additional assignments beginning in late September and carrying over into October 2003, but was forced to cancel them when it learned in late September that it had not been awarded the follow-on contract.

CNFA has established that 1,323 people (6,615 counting family members) have experienced improvements in their lives thanks to CNFA volunteers' training over the past two years in two projects in South Africa.

### **2. Development Projects**

**SOUTH AFRICA VOLUNTEER TRAINING PROJECTS**

<b>Current Projects</b>	<b>Number of Volunteers</b>		
	<b>Previous Years</b>	<b>Current Year</b>	<b>LOP Total</b>
E. Cape Zenzele Women	0	1	1
Kgautswane Community Development	2	1	3
Agrilink E Cape	0	1	1
Sekhukhune Farmers' Development Trust	5	0	5
Umsinga Vegetable Producers Cooperative	4	0	4
Dingleydale Irrigation Scheme	1	0	1
<b>TOTAL</b>	<b>12</b>	<b>3</b>	<b>15</b>

### 3. Impact

CNFA has conducted assessments of two of its projects in South Africa during this close-out period and established that 1,258 people (6,290 counting family members) experienced improvement in their lives during FY03 thanks to CNFA volunteer assistance, as described in the following tables.

#### a. Lives Improved

**NUMBER OF LIVES IMPROVED IN SOUTH AFRICA IN FY03**

<b>Project</b>	<b>Direct Improvement</b>	<b>Indirect Improvement</b>	<b>TOTAL</b>	<b>Total including family members*</b>
Zenzele Women (ECZWA)	55	-	55	275
Kgautswane (KCDC)	853	350	1,203	6,015
<b>TOTAL</b>	<b>908</b>	<b>350</b>	<b>1,258</b>	<b>6,290</b>

\*Computed using the official South Africa statistic for average family size – 5.0.

#### b. USAID Indicator Tables

**SUMMARY OF USAID INDICATOR TABLES**

<b>Table V: Hosts with Improved Business Operations as a result of Grantee / Volunteer Assistance</b>	<b>Table VI: Hosts with Improved Organizational Capacity as a result of Grantee / Volunteer Assistance</b>	<b>Table VII: Hosts with Improved Services to Membership / Employees as a result of Grantee / Volunteer Assistance</b>	<b>Table VIII: Hosts with Improved Financial Services to the Agricultural Sector as a result of Grantee / Volunteer Assistance</b>	<b>Table IX: Hosts with Improved Use and/or Protection of the Environment as a result of Grantee / Volunteer Assistance</b>
A. Number of hosts providing new or improved products and/or services. <b>1. ECZWA</b> <b>2. KCDC</b>	A. Number of organizations formed as a result of grantee / volunteer intervention <b>None</b>	A. Number of hosts that have successfully intervened on behalf of members with government or business <b>None</b>	A. Number of hosts with an increased number of agricultural related loans <b>1. KCDC</b>	A. Number of hosts adopting one or more practices to improve waste or pollution management <b>1. ECZWA</b>
B. Number of hosts with production increases over pre-assignment levels <b>1. ECZWA</b> <b>2. KCDC</b>	B. Number of hosts using new or improved planning techniques, program methodologies, and/or management practices including the use of a business plan or strategic plan <b>1. ECZWA</b> <b>2. KCDC</b>	B. Number of hosts with new training courses or new subject matter for courses to use with membership or associates <b>1. KCDC</b>	B. Number of hosts with loan delinquency rate <10% <b>None</b>	B. Number of hosts adopting one or more practices to improve natural resources management (soil, water, forest, grazing lands, national parklands etc.) <b>None</b>
C. Number of hosts with increased business efficiency or resource conservation	C. Number of hosts with increased revenue/resources through new grants or increased fees	C. Number of hosts with improved training materials and skills <b>None</b>	C. Number of hosts that provide improved banking services to the agricultural sector	

<b>1. ECZWA</b> <b>2. KCDC</b>	<b>None</b>		<b>1. KCDC</b>	
D. Number of hosts receiving increased revenue / resources through increased sales receipts as a result of grantee / volunteer intervention <b>1. ECZWA</b> <b>2. KCDC</b>	D. Number of hosts that have increased their membership as a result of grantee/volunteer interventions <b>1. KCDC</b>		D. Number of hosts with an increase in Enterprise Portfolio Value (microfinance loans.) <b>1. KCDC</b>	
E. Number of hosts with increased profits <b>1. ECZWA</b> <b>2. KCDC</b>				

Discussion of these projects follows below.

### **Kgautswane Community Development Centre (KCDC)**

CNFA initiated work with KCDC in July 2002 and completed three volunteer assignments by the end of FY03. Impacts included:

- Launch of the village bank and credit scheme. By the end of FY03, village bank membership had reached 3,000, and 820 members had received loans valued at a total of R375,000 (approx. \$53,000).
- 25 smallholder farmers planted vegetable crops on 5 hectares of previously fallow KCDC communal land during 2003.
- KCDC members have been trained in how to measure the size of land they have available using the Lima system of measurement and each now has an accurate record of the expected yield per hectare, production figures and basic book keeping skills to analyze the costs of production, profit or loss.
- Membership of KCDC has increased from 300 in May 2003 to 350 in October 2003. Female membership increased 8 percent and now represents 78 percent of the total.
- Building on participation by local Department of Agriculture (NDA) extension agents in CNFA's training, the NDA allocated one full time extension agent to assist the volunteer with translation and logistics, and undertook to provide KCDC at least two visits per month by an extension officer, where previously there were none.

*Lives Improved:* 820 KCDC village bank members have received credit for the first time as a direct result of volunteer training. A further 8 members of the wider community have also been able to access credit from the KCDC village bank for start up loans and for the sale of agricultural inputs. As a result of training in FY03 specifically, 25 emergent farmers have planted crops at the KCDC site for the first time and it is anticipated that the next harvest will show a significant increase in their incomes. KCDC core membership has increased to 350 which CNFA concludes will result in improvement in their lives through increased access to KCDC services – training, microfinance, HIV/Aids home care and small business enterprise.

## Eastern Cape Zenzele Women's Association (ECZWA)

This was one of two new projects initiated during FY03, targeting a large group of Eastern Cape women seeking to support families often swollen with AIDS orphans. Before project termination, CNFA provided ECZWA one volunteer who conducted training in farm management to assist with the development of the communal garden at ECZWA's Lady Frere site.

With training and encouragement from the volunteer, ECZWA member women have:

- cleared the garden area of thorn bush and alien plants, increasing the size of the garden by 600 percent.
- decided to split the communal and give over a small section to individual members. The members will be responsible for production and maintenance and will be obligated to sell a percentage of yields back to the association after harvest. The remainder, they can keep for sale or consumption. There will be increased dividends / small prizes for the manager of the most productive plot at the end of the year. Those members who do not maintain their plots correctly will have their allocations rescinded.

*Lives improved:* 55 ECZWA members will see an improvement in income through the enhanced business focus of the center's core activities.

## ZAMBIA

### 1. Overview

As in the previous couple of years, CNFA Agribusiness Volunteer Program activity in Zambia was targeted to support the Peace Corps' Rural Aquaculture Program (RAP) by providing Peace Corps Volunteers and their host community fishery associations in the north and central regions of the country extra training, particularly in marketing of their produce. CNFA conducted three volunteer assignments to RAP during FY03. The Peace Corps Zambia project managers estimate that at least 539 people (2,695 counting family members) improved their lives during 2003 thanks to the training by CNFA volunteers along with Peace Corps Volunteers.

### 2. Development Projects

**ZAMBIA VOLUNTEER TRAINING PROJECTS**

Current Projects	Number of Volunteers		
	Previous Years	Current Year	LOP Total
Rural Aquaculture Program	6	3	9
<b>TOTAL</b>	<b>6</b>	<b>3</b>	<b>9</b>

### 3. Impact

#### a. Lives Improved

Based on consultations with Peace Corps Zambia staff, CNFA judges that its volunteers' training produced improvements in the lives of 539 families currently engaged in aquaculture under the RAP program, approximately 200 who have received training directly from CNFA volunteer and the remainder who have received follow-on training from PCVs.

**NUMBER OF LIVES IMPROVED IN ZAMBIA IN FY03**

Project	Direct Improvement	Indirect Improvement	TOTAL	Total including family members*
RAP	200	339	539	2,695
<b>TOTAL</b>	<b>200</b>	<b>339</b>	<b>539</b>	<b>2,695</b>

\*Computed using the official Zambia statistic for average family size – 5.0.

#### b. USAID Indicator Tables

**SUMMARY OF USAID INDICATOR TABLES**

Table V: Hosts with Improved Business Operations as a result of Grantee / Volunteer Assistance	Table VI: Hosts with Improved Organizational Capacity as a result of Grantee / Volunteer Assistance	Table VII: Hosts with Improved Services to Membership / Employees as a result of Grantee / Volunteer Assistance	Table VIII: Hosts with Improved Financial Services to the Agricultural Sector as a result of Grantee / Volunteer Assistance	Table IX: Hosts with Improved Use and/or Protection of the Environment as a result of Grantee / Volunteer Assistance
A. Number of hosts providing new or improved products and/or services. <b>RAP</b>	A. Number of organizations formed as a result of grantee / volunteer intervention <b>RAP</b>	A. Number of hosts that have successfully intervened on behalf of members with government or business <b>None</b>	A. Number of hosts with an increased number of agricultural related loans <b>None</b>	A. Number of hosts adopting one or more practices to improve waste or pollution management <b>None</b>
B. Number of hosts with production increases over pre-assignment levels <b>RAP</b>	B. Number of hosts using new or improved planning techniques, program methodologies, and/or management practices including the use of a business plan or strategic plan <b>RAP</b>	B. Number of hosts with new training courses or new subject matter for courses to use with membership or associates <b>RAP</b>	B. Number of hosts with loan delinquency rate <10% <b>None</b>	B. Number of hosts adopting one or more practices to improve natural resources management (soil, water, forest, grazing lands, national parklands etc.) <b>None</b>
C. Number of hosts with increased business efficiency or resource conservation <b>RAP</b>	C. Number of hosts with increased revenue/resources through new grants or increased fees <b>None</b>	C. Number of hosts with improved training materials and skills <b>None</b>	C. Number of hosts that provide improved banking services to the agricultural sector <b>None</b>	

D. Number of hosts receiving increased revenue / resources through increased sales receipts as a result of grantee / volunteer intervention <b>RAP</b>	D. Number of hosts that have increased their membership as a result of grantee/volunteer interventions <b>RAP</b>		D. Number of hosts with an increase in Enterprise Portfolio Value (microfinance loans.) <b>None</b>	
E. Number of hosts with increased profits <b>RAP</b>				

### Rural Aquaculture Program – Peace Corps

The Zambia Rural Aquaculture Program (RAP) was developed by Peace Corps Zambia in response to a request from the Zambia Department of Fisheries. Assistance began in June 1996 with a needs assessment for the "Integrated Rural Family Fish Farming Project" (as RAP was then referred to). Based on the positive and encouraging results of this assessment, a project plan was drawn up and the first PC Volunteers transferred from similar PC projects in Central Africa. A total of 131 PCVs have worked on the project, mainly with individual rural farming families, DoF staff, and farmer associations, in five provinces and sixteen districts.

CNFA began sending volunteers to RAP in 2000 and provided volunteer training in fish breeding, farm business management and marketing management during FY03. A new strategy was developed to multiply the training message and two workshops were conducted covering eight districts and involving 200 farmers and 21 associations. The workshops focused on training associations members in agribusiness and marketing (marketing concepts, market research, market and production planning, marketing performance analysis). 23 PCVs have participated in the workshops with the aim of acting as trainers for additional farmers.

According to Peace Corps, CNFA volunteer training has produced or contributed to the following impacts:

- A further 10 aquaculture associations were formed (or transferred from group status), bringing the total to 32, up from 15 in 2001.
- The number of stocked ponds increased from 359 in 2002 to 539 at the end of FY03, and yielded 7,326 kilograms of fish, up from 4,950 kgs in 2001.
- Although it is not possible to estimate how many farmers are using the fish breeding techniques taught by CNFA volunteers, farmers confirm that they are now able to identify good quality fingerlings and carry out independent exchange programs between associations to control disease and maximize yields.
- Farmers are now able to assess the costs and benefits of marketing in different areas and develop marketing plans. Of the 32 associations, 21 were using marketing plans in 2003.
- According to PC data, 539 fish farming families are currently earning on average 154,080 ZKw per year.



## **D. Sub-Contractor Activities – Florida A&M University (FAMU)**

FAMU successfully and fully executed its sub-contract under CNFA's Southern Africa Agribusiness Volunteer Program. Following is FAMU's final report.

### **Background**

Florida A&M University (FAMU), Center for International Agricultural Trade, Development Research and Training (CIATDRT) signed a sub-grant agreement with the Citizens Network for Foreign Affairs (CNFA) on June 13, 2002. FAMU was one of the first 1890, historically black land-grant universities to have a contractual relationship in the Farmer-To-Farmer (FTF) Program.

### **Program Management and Results**

The partnership with the CNFA has been highly productive and mutually rewarding. A key element in the successful partnership has been regular communications, both in the U.S. and with the field operations in southern Africa. Over the fifteen month contract, CNFA provided substantial guidance and mentorship to FAMU as the two organizations implemented the southern Africa Agribusiness Volunteer Program (SAAVP). The daily communications, through emails and phone calls, strengthened the partnership and promoted a positive work flow. In addition, FAMU staff made quarterly visits to CNFA's headquarters' office in Washington for training and consultation, and several visits to the field sites joined by CNFA Washington counterparts. FAMU's Program Director has worked with the field staff in program development and assessment activities; has visited host groups and participated in training activities in Zimbabwe, Mozambique and South Africa; and has met with USAID Mission officials to discuss project strategy and progress. Both the CNFA and FAMU Program Directors continuously assessed the work which was to be accomplished and jointly planned implementation approaches that utilized the strengths of each organization to accomplish the tasks at hand. Considerable attention was given to maintaining a strong partnership and working relationship.

FAMU has successfully delivered on all aspects of its contractual commitment to CNFA. FAMU's sub-grant role was to help increase minority participation among the volunteers' recruited, build institutional capacity for independently managing a FTF program, and provide overall support to CNFA in program management. In this regard, FAMU has accomplished the following:

- Developed core competencies in FTF program management; CNFA made available to FAMU and provided training in the use of its Integrated Program Design and Evaluation System (IPDES) for recruitment, management, and evaluation.
- Built a 150 person volunteer database of agricultural professionals and active farmers that is still expanding;
- Established a subset of potential volunteers who are minorities;
- Established office space, furnishings, and equipment through university resources that are dedicated to the FTF program;
- Developed promotional materials to publicize the FTF Program.

- Successfully recruited a diversity of volunteers who were fielded to all five countries in the CNFA Southern Africa portfolio; and
- Successfully competed for and received a Cooperative Agreement under the new Minority Serving Institutions award for the new five-year funding cycle.

FAMU's involvement and support has also helped to achieve maximum impact for the host groups in all the countries served.

## E. Lessons Learned

The major lesson learned during FY03 was just how much success in economic development depends upon a host country's maintenance of political and economic stability. CNFA is proud of the training that its volunteers have provided to Zimbabwean smallholder and indigenous commercial farmers over the past seven years and is certain that that training will enable those farmers to live better lives than they would have without the training in bad times as well as good. Experience over the past two years has made clear, however, just how relative such impact can be, as the conditions of life for virtually all Zimbabweans, trained as well as untrained, have plummeted as a result of government political and economic mismanagement. Were CNFA initiating its Southern Africa Agribusiness Volunteer Program today, it would certainly not program the bulk of its effort into Zimbabwe.

## F. Administration, Personnel And Financial

CNFA relocated its project management field office from Harare, Zimbabwe to Pretoria, South Africa in January 2003 in response to growing threats to the security of its manager, staff, and volunteers, and the disappearance of productive volunteer training opportunities in Zimbabwe.

## G. Expenditures

Expenditures for FY2003 were:

Line Item Category	FY2003	Cumulative
Direct Labor	\$103,383	\$759,374
Fringe Benefits	\$28,102	\$220,196
Travel & Per Diem	\$153,441	\$886,559
Other Direct Costs	\$112,394	\$487,745
Indirect Costs	\$101,130	\$719,395
Subcontracts	\$37,852	\$44,716
<b>TOTAL</b>	<b>\$536,302</b>	<b>\$3,117,985</b>
Total Volunteer Days	425	2,468*
<b>Cost per Volunteer Day</b>	<b>\$1,261</b>	<b>\$826*</b>

\*FY00-03. CNFA did not track volunteer days in the first three years of the program.

## H. Volunteer Statistics

Volunteer	Home State	Number of Previous Assignments on Project	Volunteer's Valuation of Time Donated
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### Zimbabwe

David Hiney	NY	0	\$ 3,150.00
Ramana Govin	NH	0	\$ 6,171.43
Jess Brown	CA	6	\$ 9,257.14
Norman Cote	CT	0	\$ 3,771.43
Andrew Prochnow	WI	0	\$ 1,928.57
Bill Ringe	CA	0	\$ 6,171.43
Dana Serveheen	WA	0	\$ 2,185.71

**TOTAL \$ 32,635.71**

### Mozambique

Kelly Young	CA	0	\$ 3,414.29
Richard LaRoche	ME	3	\$ 3,928.57
Andrew Prochnow	WI	1	\$ 5,442.86
Donald Breazeale	NV	0	\$ 3,757.14
Akbar Khuwaja	TX	0	\$ 14,084.64
Pete Wotowiec	TN	5	\$ 3,585.71

**TOTAL \$ 34,213.21**

### South Africa

Robert Reel	NE	0	\$ 6,900.00
George Cummins	IA	0	\$ 6,900.00
Earnest Jett, Sr.	FL	0	\$ 4,786.88

**TOTAL \$ 18,586.88**

### Zambia

Joseph Sullivan	AL	0	\$ 22,857.14
John Semida	MD	0	\$ 5,896.43
Bauer Duke	AR	0	\$ 7,628.57

**TOTAL \$ 36,382.14**

### Malawi

Maury Hagerman	FL	0	\$ 10,258.93
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**TOTAL \$ 10,258.93**

## I. Public Outreach

CNFA actively encourages its volunteers to perform outreach activities to acquaint the American public with the Farmer-to-Farmer program and the overall effectiveness of U.S. international development assistance programs. This approach follows directly from the Farmer-to-Farmer

program's mission to recruit ordinary Americans, who may not have traveled extensively or have familiarity with USAID and its programs, for volunteer assignments abroad. Upon returning from their assignments, volunteers share their experiences with family, friends, community members and colleagues. In order to ensure that outreach is as active and accessible to local communities as possible, CNFA:

- *Gives priority to recruiting “first-time” volunteers.* CNFA has learned from experience that volunteers grow less interested in undertaking outreach the more assignments they do. Therefore, while it selects volunteers primarily on the basis of ability to perform the specific assignment, CNFA also gives priority to recruiting substantial numbers of people who have never participated in FTF before to perform its assignments.
- *Exercises moral suasion on the volunteers to undertake outreach.* During the debriefing of each volunteer, CNFA reminds him/her of its request (explained in the initial briefing materials) that returning volunteers conduct eight hours of public outreach following their assignment. As a follow-up, every six months, CNFA staff call recent volunteers to inquire whether they have done outreach activities and, implicitly, prod them to do more.
- *Provides volunteers with the tools to effectively administer public outreach.* Prior to departure, volunteers are provided with a “Media Kit” which includes a fact sheet that provides volunteers with talking points for use when working with the media. On assignment, some volunteers act as reporters by supplying local newspapers with assignment reports while in the field. Then, during its debrief of each volunteer, CNFA again reminds him/her of its outreach expectations and provides him/her with both USAID-supplied brochures explaining foreign aid programs. Providing each volunteer with the tools necessary for conducting effective outreach makes return volunteers comfortable dealing with the public.
- *Circulates the AVP Dispatch in order to keep volunteers informed about and connected to their volunteer experiences.* AVP Dispatch is a quarterly volunteer newsletter that features volunteer experiences, in-country stories and other important AVP issues. It is circulated among prospective, current and past volunteers and a wide variety of agronomic institutions throughout the United States.

The public outreach activities completed by volunteers include interviews and articles in newspapers, trade magazines, and online publications, public presentations, and television and radio interviews. CNFA has confirmed that, for fiscal year 2003, FTF World Wide volunteers spoke at 21 club/association meetings, and wrote and/or were the subjects of 9 news articles. The predominance of local meetings as an outreach activity is mainly due to the volunteers' pre-existing membership in community groups, as well as an awareness on the part of the local community about the volunteer's activities. These face-to-face meetings are often the most effective in raising awareness about the FTF Agribusiness Volunteer Program. They provide the audience with direct exposure to the personal experience of a participant in a U.S. foreign aid program. According to the reports obtained (there may have been other outreach activities about which CNFA did not receive reports), CNFA has documented that its World Wide volunteers reached an audience of 1,275 people through such meetings in the last fiscal year.

Examples of interesting CNFA volunteer outreach activities include:

- Gerald Burchett, a volunteer in Zimbabwe, used his connections with local beekeeping organizations and churches to inform his community about his rewarding work. Mr. Burchett also used his experience to educate high school students about the benefits of volunteering, especially overseas.
- George Cummins turned his experience volunteering in South Africa into three separate articles in local newspapers, the Mesa City Globe Gazette and the Waterloo Courier and a trade newspaper, AgriNews. With titles such as “Farmers helping Farmers” these articles caught the spirit of what the Farmer-to-Farmer program aims to accomplish.

## **INDIGENOUS COMMERCIAL FARMERS UNION**

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Beginning in May 1997 CNFA begun working with the ICFU focused on strengthening the organization's institutional capacity to effectively represent and deliver profitable services to its members and enhance the viability of emerging indigenous commercial farmers in Zimbabwe.

ICFU was formed in 1996, by indigenous commercial farmers, to represent, defend and further the interests of indigenous commercial farmers. It felt neither of the existing farmer unions adequately represented the needs of indigenous commercial farmers. The other farmer associations operating in Zimbabwe are the Commercial Farmers Union (CFU), which caters to mainly large scale white commercial farmers and the Zimbabwe Farmers Union, which caters to primarily smallholder farmers.

Over the past 7 years CNFA has fielded a total of 20 volunteers to provide technical support. Most of the technical assistance provided focused on developing the organization's organizational capacity. Initially the strategy focused on the national association, shifting in FY 2000 to two regional branches, Mashonaland East and Matebeleland North. This training included: association development, organizational development, representation and advocacy, communications and marketing. The training was designed to complement the financial support that ICFU had been receiving from the Kellogg Foundation, under a three-year capacity building grant to build office and staff 1996, with additional funding (\$200,000) in 2000 to assist with branches and local associations.

As a result of the project ICFU now provides improved member driven services for its members, and is recognized as the legitimate voice of indigenous commercial farmers in Zimbabwe.

### **Governance:**

ICFU has also developed a clear and transparent system of governance (operation) with checks and balances and effective decision-making capabilities. This has facilitated relations with members and other organizations. It is member owned and member drive functioning through an elected board run by a professional management team that handles day-to-day operations.

### **Strategic Planning:**

Previously the association did not have strategic capabilities to guide its activities. The Executive Branch and National Council are now developing strategic plans with input from the general membership. These strategic plans are helping the association assess its current position and operating environment in strategic terms. Strategic plans are also being developed at the Mashonaland East and Matebeleland North branches, and at all levels budgets are also developed to correspond with plans.

## **Membership:**

One of ICFU's successes facilitated by CNFA's support is the growth in the association's membership. ICFU membership rose by 50% from 5,000 in 2002 to 10,000 fully paid members in 2003. CNFA views this growth in membership as a direct life improvement in the lives of the 5000 new members who now have access to ICFU member services: tax exemption, reduced costs of inputs and access to markets. Membership at the start of the project in 1997 was 60.

Membership at the Matebeland North and Mashonaland East branches, the two branches that CNFA focused on for most of its intervention, has also risen dramatically. In 2001, it had risen 700% (Matebeleland North) and 150 % (Mashonaland East) from the numbers at the start of project. The total growth in ICFU's membership is very important as membership dues provide a source of revenue and because as a larger organization it gives it a stronger voice for bargaining from a position of strength.

The growth in membership is a result can be attributed to a number of reasons including, confidence in the Union's advocacy efforts, an active membership recruitment program and the provision of improved member services. ICFU credits CNFA for training staff and leaders in the skills for conducting effective membership drives and delivering services to attract and retain members. Other factors have also contributed to ICFU's growth in membership. The fast track land reform program, instituted by the Zimbabwe government in 2000, allocating large scale white owned commercial farms to landless black farmers to rectify historical land imbalances in the country, has resulted in a dramatic increase in the number of indigenous emerging commercial farmers, with A2 designation (commercial farms). When ICFU was created in 1996, the commercial sector had approximately 2000 indigenous commercial farmers, as a result of the land reform program there are now a total of 230 000 emerging commercial farmers in Zimbabwe. ICFU has actively recruited newly resettled A2 emerging commercial farmers; many of who lack farming skills and require representation, in an effort revive commercial agricultural productivity in Zimbabwe.

Additionally, some members of the Commercial Farmers Union (CFU), who are still farming, have now joined ICFU. The CFU is currently undergoing changes brought about by the land reform, which left over half of its members' farms designated for resettlement and some of its members relocated or forming separate organizations.

Now made up of more than just indigenous farmers, and with the negative connotations often associated with the word "indigenous" ICFU is currently contemplating changing its name to "Zimbabwe Commercial Farmers Union (ZFCU).

## **Member Services:**

ICFU has developed an effective system for providing services to members needed to increase agricultural production. These services include sales tax exemption on some items, extension services, input procurement at competitive prices, specialized Commodity Associations (tobacco, cotton, livestock, horticulture,) to represent growers of specific crops, markets, financial institutions, publications, promotion and government relations.

The member services have been useful for attracting new members to the association. However, more needs to be done to efficiently deliver services to all members. Some members have complained of slow issuance of membership cards required for attaining member services. ICFU is currently looking at developing a database of members and having a membership coordinator to monitor membership.

## **Commodity Associations:**

At the request of ICFU, CNFA provided volunteer support to assist with the development and operation of commodity associations for all the association's major commodities. As a result 6 Commodity associations were developed with plans underway to develop other commodity associations. These associations have been instrumental in providing farmers' production support, and access to inputs, markets, services and lobby for better prices for their crops.

Currently the 6 commodity associations that are operating are: (1) Zimbabwe Association of Tobacco Growers, (2) Indigenous Air-Cured Tobacco Association (IATA), (3) Grains/Cereals Producers Association, (4) Cotton Producers Association, (5) Livestock and Wildlife Producers Association, and the (6) Horticulture Producers' Association.

### *Zimbabwe Association of Tobacco Growers (ZATG):*

Prior to 2003, all but the Zimbabwe Association of Tobacco Growers (ZATG) existed in name alone. Because of the commodity's critical role as a source of foreign currency, its produces approximately 35% of Zimbabwe's total foreign currency earnings and contributes 12% to GDP, it was the most developed.

During the past year, the Zimbabwe Association of Tobacco Growers has experienced a growth in membership, from 800 to 2000 members. CNFA views this as a direct life improvement in the lives of the 1200 new ZATG members. The association also grew geographically, reviving tobacco areas in Masvingo and Midlands provinces. The association is expected to grow further, and is currently restructuring to adopt a more decentralized structure like the general association with local, district, provincial and national structures, this will help to accommodate the anticipated growth in membership. ZATG has its own offices, and professional staff made up of a CEO and support staff.

Through the aggregation of demand, ZATG has facilitated the access to agricultural inputs (fertilizers, chemicals, fuel, spare parts, tobacco papers and tractors) for members at competitive prices. This has benefited ZATG members through farmer savings on inputs, increased input



purchases and association gains. For example in the past year, ZATG members purchased diesel at a cost of \$500/litre, whereas the price of diesel on the open market was \$1500/litre giving members a \$1000 savings on fuel. Additionally, ZATG members were able to purchase tobacco-wrapping paper at nearly a third of the cost on the open market.

ZATG has also been very successful in lobbying the government to collect the Tobacco Levy from its members produce. This has been a useful source of revenue for the association. The association is currently lobbying the government to review the overvalued local currency, which is pegged at \$824 to US\$1. Farmers are paid for their tobacco using the low official exchange of \$824, whilst they have to procure inputs at the much higher parallel exchange rate of \$2000, making production not viable and forcing them to operate at a loss. Together with other tobacco growers, their using their financial clout to delay delivery to the tobacco auction floors to force government to review the exchange rate.

The tobacco sub-sector, much like the rest of the agricultural sector, is currently experiencing a number of problems. Overall commercial crop production in the country has fallen significantly in the past three years; with drops in average hectare sunder production and so total output. This is primarily a result of harsh macroeconomic conditions and the exit of many white commercial farmers, from the sector and country, who made up a large percent of tobacco growers in the country.

#### *Cotton Producers Association:*

The Cotton Producers Association has successfully facilitated market, input and service access for its members. It runs a number of input support programs, negotiated with input suppliers (Cottco and FSI) for its members. It recently facilitated innovative marketing systems with Cottrade, which enabled its members to export their lint directly and earn foreign currency. This facility however, is limited by foreign currency restrictions and is facing resistance from traditional processors (Cottco, Cargill) who are complaining about side marketing. The Cotton Producers Association represents farmers with input schemes and continually lobbies for better prices for its producer members.

#### *Livestock and Wildlife Producers Association:*

There are no exact figures for total membership in this association. It is made up of a number of sub-associations including: beef, dairy, pigs, poultry, ostrich and wildlife.

The livestock sub-sector is under enormous threat particularly in the southern part (Matebeleland North) of the country because of the spread of the Foot- and Mouth Disease and drought conditions.

4.

Scarce and costly input prices are making it difficult for existing farmers and more difficult for emerging farmers, who lack resources and livestock management experience, to be viable. ICFU is currently working with the Cold Storage Company (CSC), the country's largest meat processor, to address access to finance by reviving the company's Cattle Finance Scheme. The

scheme is intended to boost the national herd by providing farmers in Matebeleland region with livestock production training and credit. Discussions with CSC are currently pending.

Price controls have also severely dampened the market, affecting the viability of a number of industries including the dairy industry. Restrictions on the producer price have made it difficult for producers to adequately cover production costs. Farmers therefore are experiencing a high degree of loss as they struggle to operate in a hyperinflationary environment.

#### *Grains and Cereals Producers Association:*

The Grains and Cereal Producers Association has a membership of more than 5000 producers. It negotiates with input suppliers and represents its members to the Grain Marketing Board negotiating for better producer prices for its members. It also provides members extension services.

Grain production, much like production in most commodities in Zimbabwe has fallen significantly.

#### *Horticulture Producers Association*

The horticulture producers association in 2002 assisted its member's access the horticultural export market. With ICFU assistance, 10 ICFU members made sales of baby corn and mange tout to the European market.

Each of the ICFU commodity associations provide valuable services for their members and are at different stages of their development. Some measures are needed to be instituted to make the association more effective and to facilitate growth in production, which is very low, and market access and thereby increasing farmer incomes. Some of the areas that ICFU has identified for improving commodity association services include hiring commodity specialists, developing a production database to track members' production, providing timely information, and advising the Government of Zimbabwe of national production trends.

#### **Women's Association:**

Following encouragement from volunteers, ICFU is now effectively addressing gender concerns and ensuring equal participation of women to improve their situation. Women in Zimbabwe produce over 70 % of the locally consumed food, and are usually marginalized from access to services. The association set up a women's association to address the needs for women farmers.

The percentage of women, which was unknown when CNFA begun working with ICFU now comprises 20% of the association. The number of women members in ICFU, from 172 in 2001 to 250 in 2002. CNFA considers this a large improvement in the lives of the 78 new women members, and a step towards gender equity. Women however are still under-represented at the national level.

#### **Policy Advocacy:**

FTF enhanced ICFU's advocacy capabilities through volunteer support. The support of the government is crucial for long-term development. The impact of the advocacy training can be observed in government policy influenced and the growth in association membership. During the life of the project ICFU has achieved a number of successes in representing, promoting and defending the interests of its members particularly at the national level. CNFA's technical assistance focused on assisting ICFU leadership with skills to develop an advocacy strategy to lobby on farming, macroeconomic and fiscal policies that directly impact ICFU members. Volunteers facilitated the association's capacity to select, articulate, and implement ideas for addressing priority issues.

ICFU is increasingly represented on private and public agricultural Boards and Committees such as the Tobacco Research Board and Cold Storage Company. Prior to the project, ICFU was not represented on any boards.

ICFU increasingly contributes to policy by participating in national and international agricultural forums. It also produces position papers for government consideration on critical issues in agriculture.

Some of ICFU's successes in influencing government policy have included:

Successfully lobbied against the foreclosure of its member farms, many of which had large debts and limited farming experience. As a result of the association's efforts, a decision was made by the Government of Zimbabwe to reverse 32 farm foreclosures and stop any pending foreclosures.

Persuaded the government of Zimbabwe to delist (withdraw preliminary notice) all indigenous owned farms targeted for repossession under the Government of Zimbabwe's fast track land reform program.

In 2000 ICFU successfully lobbied the government to allow it to collect farming levies on the sale of members produce, a source of revenue that was previously provided to the other two farmer associations only but not to ICFU. Marketing Authorities now deduct and pay the tobacco levies directly to ICFU. These levies have been easier to collect for tobacco and sugar, which are sold, on the formal market.

ICFU also successfully lobbied to set up a Land Bank, which was launched in early July. It also continues to lobby the GOZ for farmer representation on the Board of the Bank.

ICFU is currently adapting to the changing needs of its membership. In the past year, ICFU has worked tirelessly to persuade government by proposing resolutions to strengthen the legal framework in support of agricultural reforms on issues that have come about as a result of the land reform program. It is currently fighting for a number of priority issues that directly affect the survival of emerging farmers who make up a large percent of ICFU's new members. Priority advocacy issues for ICFU include:

*Farm Safety:*

ICFU is working with the Government of Zimbabwe and to fight crime in farming areas. Lack of security in farming communities has interrupted production and had a negative effect on all commodities. These crimes currently include theft of equipment, livestock and commodities. ICFU is demanding a return of rule of law in the farming community, stiffer sentencing/penalties for stock theft and farming equipment.

#### *Credit:*

Sourcing farming loans, under current hostile macroeconomic conditions has been very difficult. Existing members are currently operating their farms below capacity, and many new farms currently not productive. Lack of access to credit is having a devastating effect on production, as banks are hesitant to extend lines of credit under uncertain conditions. ICFU is working on sourcing low interest rates for loans for members and lobbying for farmer representation in the Land Bank's Board of Directors.

#### *Environment:*

Environment and mining issues are endangering the survival of newly resettled farmers, through soil erosion and deforestation. ICFU is currently coordinating with the relevant ministries on these issues.

#### *Inputs:*

Access to inputs is problematic as input supply companies are on the verge of collapse due to foreign currency shortages needed to purchase raw materials. ICFU is currently promoting seed production, previously undertaken by CFU members, among its members to address seed shortages and reduce reliance on imports.

### **Communication Strategy:**

Communication lies at the heart of any association, and CNFA volunteers have worked with ICFU to assist it in developing an efficient communication system. CNFA's assistance has focused on assisting the ICFU association leaders and staff develop a strategy to effectively access information, distribute information to members and other organizations

ICFU now publishes and circulates a monthly newsletter which provides in-depth news, issues and answers that aid members in determining market prices; production information and helps their operations grow. It also publishes an Agribusiness magazine and holds an Annual Congress, which provides valuable updates on association activities and resolutions. Attendance at this year's Annual Congress was high, and included private sector and government representative

ICFU's voice is increasingly heard in major farming publications and meetings giving an authoritative voice on agricultural issues in Zimbabwe. It is now acting as a mentor to M.M.P.I., an organization in Mozambique looking to model itself after ICFU. It is also a member of the Agrarian Reform taskforce.

Communication within ICFU is most developed at the national level, and but is currently poor at the lower levels. The two branches that CNFA worked, however produce their own newsletter,

but complain about communication with the national level. The lack of effective information circulation within the association is primarily caused by resource constraints, which limit the distribution and publication of information. They are often delays in delivery of publications and irregular postage of the newsletter, failure to inform members of farming equipment disbursement, and update on advocacy outcomes.

ICFU recently purchased computers, fax machines using funds from the Kellogg Foundation to facilitate better communication with its local, district, and provincial organizations.

### **Training services:**

Due to limitations in providing support to an organization the size of ICFU, CNFA focused its support on two branches: the Mashonaland East branch and Matebeleland North branch. Both these branches have been recognized as the top branches of the associations, with dynamic leaders providing effective services to their members.

In order to spread the capacity developed at the two branches, adopted a trainer-of-trainer support mechanism. Unfortunately due to resource constraints (lack of transportation, fuel and resources to conduct training), ICFU has not been able to spread the effect of the training provided to its two flagship branches. However, ICFU is exploring donor and private sector sources for possible funding to provide the 4 training modules provided by CNFA volunteers. These training modules are group marketing, organizational development, representation and advocacy, communications systems.

### **Financial Sustainability:**

Financial viability has been hard for ICFU to achieve. The association finished this year at a loss. Sources of financing have included membership dues, which has brought in little money to adequately service members, and cover association expenditures. Other sources of funding include farming levies from its members' crops, this is much easier to access for tobacco and cotton, than other crops, which are sold on the informal market. It has also received funding from the Kellogg Foundation, which ended this fiscal year. The association is currently exploring alternative funding sources to supplement its survival. It is embarking on some revenue generating activities and submitting a 5 year plan to access additional funding from the Kellogg Foundation and other private companies

### **Financial Reporting:**

ICFU has also achieved transparency and accountability to its members, and proving its ability to effectively report on its finances. Every year it presents audited financial statement to members at the Annual Congress, to showing the use of financial funds and association's assets and liability. This transparency is critical for building trust from members, who are traditionally suspicious of the management of associations in the country.

### **Discussions, Conclusions and Lessons Learned:**

Zimbabwe's economy is on the verge of meltdown, which manifests itself in a number of ways: high inflation, an overvalued local currency that negatively impacts exports, shortages of local

and foreign currency, credit, and inputs. These conditions are very difficult for existing commercial farmers but even more so, for new entrants into farming sector. ICFU is therefore faced with the challenge of reviving commercial agriculture in Zimbabwe.

ICFU now finds itself in a different position with different challenges and issues, as it takes on its role as the new leader of commercial agriculture in Zimbabwe. It now needs to develop policies and partnerships that will help ICFU members be more productive and profitable in their farming endeavors and also formulate policies that are conducive to their successful entrance and profitability. CNFA believes that the long-term institutional capacity building support that ICFU has received has strengthened the organization and its capacity to take on this role. Given the right macroeconomic environment potential still exists for existing commercial farmers and new commercial farmers to produce high quality commercial crops and revitalize the economy.

- 5.
6. During the past seven years of implementing this project, CNFA has learned some valuable lessons capacity building of a farmer organization.
- 7.
8. 1. Assess the association's resources and operating environment before making recommendations: Failure to understand ICFU's resources and constraints and its' operating environment resulted in some mistakes in assignment selection and wasted resources. Training on the development of a credit union when ICFU lacked the capacity to finance one was an example of this. The second example was the rollout of a series of trainer-of-trainer support, without assessing the capacity and will to transfer the training to other branches.
- 9.
- 10.
11. 2. Capacity building of projects is a slow and uneven process, which requires plenty of patience.
12. 3. In addition to management capacity building, income generating activities are necessary to assist the association develop financial viability. : Although a lot of progress was made as a result of capacity building training there is still a lot that needs to be done to make the organization financially sustainable. Firstly, there was a need for the association to facilitate the financial strengthening of the association through conducting revenue -generating activities. CNFA believes that while its management capacity building was useful, it should have covered such areas as output marketing, warehousing services, training consultancy and the development of the union as an organization. ICFU's autonomy is currently limited due to a lack of financial viability
- 13.
14. 4. There was a need to focus on a particular sub sector e.g. cotton or horticulture, which are buoyant over the medium term. Assessing impact in a particular sub-sector is easier than determining overall impact over an organization engaged in multiple activities.
- 15.
- 16.
- 17.



## Smallholder Beekeepers Association of Zimbabwe Agribusiness Volunteer Program ZIMBABWE

### *Project Impact Assessment*

**Date of Submission:** October 23, 2003  
**Date Project Began:** December 2000  
**Host Organization:** Smallholder Beekeepers Association of Zimbabwe (SBAZ)  
**Project Location:** Mutoko, Mutare, Nyanga and Magunje (Mashonaland East, Manicaland and Mashonaland West Provinces)  
**PIA Prepared By:** Eleanor Musarurwa

### Project History:

Dates of Assignments	Volunteer	Affiliation	Home State	Name of Assignment
February 19 – March 9, 2001	Bob A. Cole	Certified Master Beekeeper	NC	Leadership and Organizational Development
August 13-29, 2001	Dr. Zacch Olorunnipa	Florida Agricultural and Mechanical University	FL	Train the Trainee-Record keeping & Financial Management
April 15-30, 2002	Terrill Christensen	Businessman	ID	Product Development
May 13 - June 6 2002	David A. Brown	Part time Beekeeper and University Lecturer	MD	Strategic Planning and Business Networking
September 30-October 22, 2002	Gerald Burchett	Beekeeper	KY	Queen Bee Breeding
June 15-July 27, 2003	Norman Cote	Beekeeper	CT	Hive-Cost Construction
July 7-July 27, 2003	Dana Servheen	Marketing Consultant	WA	Applied Marketing

## Impacts:

Level of Impact	Desired Impacts	Host Profile Verification Items	August 1999-July 2000	August 2000-July 2001	August 2001-August 2002	August 2002-August 2003	Impact Achieved (Yes/No)	USAID Indicator
1.Host performs specific acts using the information/ skills provided by the volunteer	<b>Section II</b> <b>Question D</b> 1.SBAZ/ ZFDT collaborate with organizations on bee keeping and natural resources conservation activities.	What organizations is ZFDT/SBAZ collaborating with?	N/A	1.Forest Commission, 2.CAMPFIRE 3.Agritex	1.Forest Commission 2.CAMPFIRE 3.Agritex 4.Conex 5.ITDG 6.SAFIRE	1.Forest Commission 2.CAMPFIRE 3.Agritex 4.Conex 5.ITDG 6.SAFIRE	Yes	Table VI Question B
	<b>Section Question</b> 2. SBAZ improve strategic planning	Does SBAZ/ZFDT have a marketing plan?	No	No	No	Yes	Yes	Table VI Question B



	<b>Section III</b> Question E  3.SBAZ members adopt improved beekeeping technologies	How many farmers use Langstroth hives?	N/A	27	45	?	Yes	Table VI Question B
II. Intermediate impacts (if any, link Level I to Level III)	<b>Section III</b>  <b>Question B</b>  1.SBAZ/ZFDT identifies marketing outlets for honey and bee-by products.	What marketing outlets has SBAZ/ZFDT identified?	Cairns	Cairns	Cairns	1. Cairns 2. Makro 3. Jagers 4. TM Supermarkets 5. Caps	Yes	Table V Question A
	2. SBAZ/ZFDT increases honey production	What is the number of Sbaz farmers selling raw honey to ZFDT	350	550	670	?	?	Table V Question B
	3. ZFDT increases sales	What are ZFDT's annual sales?	Z \$ 1.35 million @ 90/kg	\$2.6 million @ \$100/kg	Z\$ 7 million @ \$100/kg	---@ \$500/kg	?	Table V (b), (d), (e)
III. Improvements in the lives of host people (usually an increase in	SBAZ farmers increase incomes	What is the amount of honey purchased from SBAZ members?	15t	26t	35t	50t	Yes	Table V (c)

income.		ZFDT increases number of staff employed at processing plant	N/a	4	9	?	?	Table VI (d)
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**Number of People Whose Lives Were Improved:**

	Total
Directly Improved	692
Indirectly Improved	
Total	692
Total including Family Members	4152

**Lives Improved Narrative:**

CNFA has recorded a direct improvement in the lives of people as a result of the project. This figure includes 22 staff employed at the ZFDT processing plants in Nyanga and Hurungwe and 670 people (600 SBAZ members and 70 non-members) supplying honey to ZFDT.

With training from CNFA volunteers, reinforced by ZFDT, SBAZ members, on average have increased the number of beehives that they keep. The number of farmers using Langstroth hives, increased from 27 in 2001 to 45 in 2002, as a result of adopting the improved technologies farmers increased their average production per beehive. The volume of raw honey sold by SBAZ members increased from 26 tons in 2001 to 35 tons in 2002 an increase of 35 % and (what percent in 2002 to 2003). The number of farmers selling their honey to ZFDT increased from 550 in 2001 to 670 in 2002, an increase of 22%. This translated into an increase in the total value of honey sold by SBAZ farmers to ZFDT from 2.6 million in 2001 to Z\$ 7 million in 2002. (Z\$3.1 million in 2001 prices), an increase of 21% in real terms. ZFDT has also improved the honey processing techniques at the Nyanga processing plant, introduced a queen bee breeding program.

### **Quotations from Hosts:**

*“We value CNFA’s initiative to strengthen beekeepers through capacity building. Its initiatives have enhanced the productivity of smallholder beekeepers and rural incomes thus alleviating poverty.”*

-S.M. Chitapi, Executive Director, ZFDT

### **Discussion, Conclusions and Lessons Learned**

CNFA begun this capacity building project with the Smallholder Beekeepers Association of Zimbabwe in 2000 when ZFDT, a local NGO approached CNFA requesting technical assistance for strengthening commodity associations, honey production and marketing training. CNFA has chose to focus its training efforts on the eastern region in Nyanga, where ZFDT has 600 members. ZFDT was established in 1992 to promote beekeeping as an alternative and sustainable form of generating income. Its primary purpose is to contribute towards reducing poverty among the smallholder farmers in Zimbabwe. ZFDT promotes modern bee keeping practices, planting of trees to support honey production. ZFDT currently operates in the western region (mainly in Hurungwe, Makonde and Gokwe districts) and eastern region (Nyanga, Mutare, Mutoko, Buhera and Chipinge districts) of Zimbabwe. The bulk of ZFDT’s activities consist of training farmers in good beekeeping practices, marketing honey on behalf of the beekeepers, skills training in the production of the Kenyan hive, and selling starter kits for beekeeping purposes. At its inception, only the W.K. Kellogg Foundation funded the Trust, recently other donors such as HIVOS, the Africa Development Foundation and Heifer International have started to fund specific activities of the Trust.

CNFA’s assistance to the SBAZ beekeepers and ZFDT was focused predominately on the eastern region, in Nyanga. Initially training focused on developing the organizations’ soft skills, providing training in leadership and association development training to strengthen newly developed beekeeping associations. Training was then provided in improving production skills and techniques in such areas as bee management and queen bee breeding. Later on, training was provided to both ZFDT and SBAZ focused on marketing, improving processing techniques at the processing plant in Nyanga and hive construction.

When CNFA started working with the Smallholders Beekeepers Association of Zimbabwe (SBAZ) and Zimbabwe Farmers Development Trust (ZFDT) in 2001, the production capacity of

the Nyanga honey-processing plant had remained stagnant since 1992. The project has since made steady progress towards increasing honey production and adopting improved production technologies. The steps taken towards improving honey production have included the introduction of improved technologies, queen bee breeding, improved honey processing techniques and increased participation of women in beekeeping.

Thanks to the introduction of the Langstroth hive and training in efficient hive construction, by CNFA volunteers, SBAZ farmers begun adopted the Langstroth hive. This hive has a higher production output than either of the two hives used by the SBAZ members. ZFDT staff had traditionally promoted the Kenyan Top Bar Hive as the transitional hive for beekeepers. CNFA volunteers, however, recommended that ZFDT promote the Langstroth hive, because of the problems associated with the Kenyan Top Bar Hive. These problems include the poor ventilation of the hive, which causes swarming and absconding, damage to the brood and egg production and the limitations in overall honey production due to the design restrictions. Volunteer emphasized that although the Langstroth hive is slightly more expensive than the KTBH, it is more cost effective in the long term. It produced honey harvests more than twice as much from as the KTBH.

Langstroth hives are now also produced locally and affordable at the Nyanga plant. A modest number of experienced farmers have purchased the Langstroth hive for use and the farmers that ZFDT has selected for a commercialization program, a five-year program to train 200 beekeepers in commercial beekeeping annually for the next 5 years, have also begun using Langstroth hives. The widespread procurement of the Langstroth hive has been limited by access to financial resources for most of the beekeepers. Access to cash particularly among the rural poor in Zimbabwe is a big problem. Currently Kenyan Top Bar Hives are sold for Z\$2,500 (approx \$1.75) and Langstroth hives for Z\$6,000 (approx. \$4), which is out of the reach of most cash poor smallholder farmers. CNFA volunteers were instrumental in encouraging ZFDT to provide financial assistance to the farmers to enable them to purchase hives at reduced costs. ZFDT has as a result introduced a 1:1 scheme, whereby the Trust pays half of the cost of the hive and the beekeeper pays the other half. This has made it possible for more farmers to purchase improved hives.

Apart from the technical constraints to production referred to earlier, the low productivity of the existing bee colonies has been observed to contribute to low honey production. ZFDT attributes training in queen bee breeding by CNFA volunteer Gerald Burchett for enabling it to apply and receive funding from HIVOS to establish a queen bee breeding operation to increase the overall quality and productivity of bee colonies. ZFDT is currently making steady progress towards ensuring that its queen bee breeding operation is successful by providing additional training to its staff. The Trust recently sent a Program Manager for additional training in Queen Bee Breeding in RSA and have selected 10 experienced beekeepers to rear queen bees using Langstroth hives, which are better suited to queen bee breeding.

Another factor that ZFDT identified that was limiting the production of honey was the overall participation of women in beekeeping. ZFDT recently received funding from HIVOS to commission a gender study. The study determined that women were largely underrepresented in the beekeeping associations and particularly in leadership positions. ZFDT is currently actively

working to sensitize its board and staff in promoting the participation of women in its programs and is developing a gender policy that sets a quota for women's participation.

In the past year, drought conditions experienced across Southern Africa drastically reduced the honey flow season from 10 months (November to August/September), to 3 months (April to July). This drastically reduced overall annual honey yields.

In addition, to technical training, CNFA provided leadership and organizational development training to SBAZ association leaders to strengthen the organizational structures of existing association branches. ZFDT had encouraged the limited number of farmers that it trained to organize themselves into commodity association but lacked the skills and know-how to assist them in forming these groups. ZFDT had hoped that the national association would have been formed to act as a self-regulating body. As a result of the CNFA volunteer training in association developing and leadership training member satisfaction with the overall performance of the leadership has increased. Members have indicated that meetings are conducted more effectively and member concerns are communicated to ZFDT on a regular basis. At the beginning of the year, ZFDT launched the national association, made up of a Chairman, Vice Chairman, Treasurer and 3 Committee members, drawn from the district associations. A secretary has been hired to oversee coordination of association activities. Due to resource limitations, ZFDT will fund SBAZ in the start up phase, and has submitted a proposal to the Kellogg foundation for additional funding for the association.

CNFA volunteer training in strategic planning and networking facilitated SBAZ's collaboration with other organizations engaged in beekeeping promotion and environmental protection through training. As a result of volunteer training, SBAZ has increased the number of groups providing training and assistance to members to include the Forest Commission, Campfire, Agritex, Conex, ITDG and SAFIRE. SBAZ members are now actively engaged in natural resource conservation.

Due to problems in accessing markets for smallholder farmers in rural areas, ZFDT developed two processing plants to process, collect and provide a ready market for raw honey for the SBAZ members. In the past all the processed honey was then sold to Cairns Foods on contract, at a cost of Z\$200/kg. This presented a major constraint on the producers' price, as Cairns resisted renegotiation of the contract to factor in increased production costs due to hyperinflation. At the end of 2002, after much encouragement from volunteers, ZFDT terminated its contract with Cairns.

Constrained by a lack of a buyer for its honey, ZFDT requested assistance in applied marketing training. As a result of marketing training from CNFA volunteer Dana Servheen, SBAZ and ZFDT developed a marketing committee at the Magunje branch

(Western region). The committee is responsible for meeting regularly to review marketing issues including pricing and sourcing new buyers. It was determined during the marketing training that ZFDT was under pricing its honey. The marketing committee made up of SBAZ members and ZFDT staff including two new Project Coordinators received training marketing including pricing, market segmentation, production standards and standardizing reports for both plants. As a result of the training a marketing plan, with specific action plans was developed to guide the association's marketing activities and review pricing on a regular basis.

ZFDT attributes the marketing training from volunteer Dana Servheen for increasing its retail sales. During the training assignment ZFDT made sales agreements with a number of retail outlets including TM and Food Chain, two major supermarket chains, Jagers and Makro, wholesalers, pharmaceutical companies and individual buyers. Due to extraordinary macroeconomic conditions in the country, hyperinflation, constraints on fuel and cash, it was determined that it would be critical to maintain flexibility and control over all sales agreements. At the time of publication, ZFDT was selling its honey to its new buyers at a cost of between \$2000- \$2500/kg up from \$200/kg at the end of last 2002, this price will be reviewed regularly to factor inflation. The improved price in honey through better market linkages will translate into an increase in the producer price for honey and therefore an increase in producer incomes. The local demand for honey in Zimbabwe is currently very high and far exceeds demand, because of reduced competition as a result of sugar shortages and the exit of large-scale commercial beekeepers from the beekeeping sector due to the land reform program.

During the marketing training, ZFDT also explored the South Africa market for its honey, but determined that its current production capacity, which currently stands at 50% capacity, would not be sufficient to adequately meet the required quantities of at least 50tons/month. ZFDT is currently working on increasing production and focusing on local honey marketing. It hopes to begin exporting beeswax to South Africa in the short-term to earn much needed foreign currency. The market price for beeswax in RSA is R20/kg.

Additionally, as a result of the marketing training, ZFDT has improved its pricing strategy; previously it was selling its honey below cost, and not factoring in transportation costs and inflation. The marketing committee reviews prices regularly. The marketing committee is also making small but critical steps to improve overall packaging, bottling and labeling of the honey, developing better signage and advertising.

Volunteer ToT training was provided in Record Keeping and Financial Management to 9 association members, who then trained 70 other farmers in their districts on voluntary basis with ZFDT subsidizing the training materials and other training costs. Trained members are now able to keep basic financial records of their honey production.

In addition, to promoting increased honey production, volunteer training was provided on exploring other sources of revenue. This is because the returns for selling honey in its unprocessed form are generally low. For example, beekeepers sell their raw honey at one sixth of the amount earned by a retailer of the processed and packaged product. Consequently, initiatives that add value to natural resources at the farm level have the net effect of substantially raising household incomes and reducing poverty in the rural areas, where approximately 65% of the country's population lives. In addition to processing raw honey, wax and molasses by-products are processed into value added products such as candles, biscuits, candies and floor polish. Value-added products offer a higher return for the farmers, and will open new markets, and add variety to their product range. They will as a result, receive increased income against sales of raw honey alone. For example production of beeswax candles at the Magunge plant was determined to increase profit margins by 100% -200% over bulk wax sales at a minimum costs. This required no additional demands on the limited access to transportation.

ZFDT realized that for them to increase honey production they needed to commercialize the two processing plants into separate, profitable business units. Because SBAZ members supply the ZFDT processing plants, there is value in re-structuring the ownership of the plants to enable SBAZ members to buy shares and earn dividends, similar to a US-style cooperative. However, at the end of 2002, ZFDT determined, that at that time the beekeepers were not in position to efficiently run the processing plants and required additional training both in the technical aspects of honey production and in the practice of running a business. Therefore, in 2003, ZFDT continued to manage and operate both honey processing plants and leased the facilities and equipment to the beekeepers.

Current plans for privatization are as follows, ZFDT will be the holding and the processing plants would stand alone with a board. The chairman of the SBAZ national beekeepers association will be a member of the company board. The company will be named “Natural Food Processors”; and will be launched before the end of the year.

Training in 2003, in honey production, marketing and operation of the processing plant is likely to lead to overall increase in SBAZ members and their dependents incomes. ZFDT it is expected will increase the producer price of honey and therefore increase the incomes of beekeepers. The commercialization of the plants will provide greater impact through dividends from shares, ZFDT needs to make steps to hasten the process and avoid discontent from farmers from further delay in the commercialization process. Both beekeepers and staff, must change their mindset into a more business minded mindset, this might prove challenging after operating as a non-profit for 11 years.

Beekeeping is an important source of income for low income farmers especially in a region prone to drought and crop failure, it enables the farmers to diversify and minimize risk. Although the farmers are beginning to see an increase in their income from the honey production, their incomes continue to be eroded by hyperinflation. CNFA is confident that the assistance provided over the past three years will be implemented and will therefore significantly boost honey production and further improve the standard of living of the SBAZ farmers.